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In This Issue:

ADJC's Organizational Culture Change	1
What's New at ADJC	2
Youth Success Story	2
Director's Corner	2

## Vision

**Safer Communities  
Through Successful  
Youth**

## Mission Statement

**ADJC enhances  
public protection by  
assisting in the  
changing of  
delinquent thinking  
and behaviors of  
juvenile offenders  
committed to the  
Department**



## ADJC's Effort Towards Organizational Culture Change: *A CAB*

**A CAB**, an acronym for **ADJC Changing Attitudes and Behaviors**, is the Department's journey toward organizational culture change. It's a 'vehicle' that is moving down a road headed to a new destination and it's driven by every staff member of ADJC. Director Michael Branham and the Executive Leadership team are working hard to build a healthier organization so that we effectively impact the juveniles, families and communities that we serve. Simply stated, we are changing the way we do business. Though we have made many positive changes, much remains to be done. **A CAB** signifies agency transformation and all the components that contribute to this multi-faceted effort.

Culture change is not another new program; it's a new way of life. The cultural transformation process supplies a common thread that runs through all of our agency programs and activities. This effort provides staff and juveniles alike with a shared set of behavioral norms and a common language that is used to tie together all of our work. The ultimate goal of this effort is the accomplishment of safer communities through successful youth.

The norms outlined below are the result of the work done by a cultural change committee, and twelve focus groups that included input from staff and juveniles. Agency culture change is not left just to Director Branham or his Executive Leadership team; everyone participates in this effort. The norms are incorporated into programs like New Freedom (see page 2 for more information), the new level system, and in our day-to-day routines.

The four norms created by the committee are: *Safe Environment, Positive Communication, Respect, and Responsibility*. These norms are the centerpiece of cultural transformation and each are described in further detail:

**Safe Environment:** The physical environment is clean and hazard free; All forms of aggression are managed through self control; No form of victimization is tolerated; The environment promotes the success of every member of the ADJC Community.

**Positive Communication:** ADJC Community members value communication; Communication is honest, accurate, clear, respectful, and free from rumors, gossip, and disrespect; ADJC Community members give and receive feedback openly, with the goal of continuous improvement.

**Respect:** Treat others as you would want to be treated; Convey self respect; Acknowledge the boundaries and property of others; Appreciate the strengths and needs of youth, families, and communities.

**Responsibility:** We are all responsible for youth success, and we will address the individual needs of every youth; Be accountable to self and others; Strive for continual improvement; Practice agency norms.

### Profiles of Successful Youth

**Izzy** was convicted on drug and endangerment charges and committed to ADJC's Adobe Mountain School. He had been hanging out with gang members, using drugs, skipping school, and was never home. Due to his high drug usage, Izzy was placed in our substance abuse "Recovery" housing unit. The minimum length of stay is nine months, with after-care services for an additional three months. The "Recovery" Program is federally funded by the U.S. Department of Justice. ADJC staff were committed to sort out his priorities and values. He decided he wanted to turn his life around, finish high school, be a good father, and a good partner to his girlfriend. Izzy graduated from "Recovery" in 2005 and continues to live with his mother. He is committed to finishing school and is working in the family business. He also completed aftercare counseling with Touchstone (FFT). His Parole Officer is completing paperwork to grant him an absolute discharge.

## What's New at ADJC

♦The Department has adopted a new treatment program called New Freedom developed by Paul Alton, Ph.D. New Freedom is a comprehensive substance abuse and behavioral health program which includes more than one hundred and forty easy-to-use workbooks (grade 4-6 reading level) and related materials which address both educational and therapeutic goals. Implementation of New Freedom has been designed in a manner that will afford each youth with the opportunity to participate in treatment programming despite their unit placement and commitment to change. New Freedom takes place each day for 45-minutes in the classroom, then again later in the day, for one hour in their housing unit. All work is based on cognitive-behavioral, motivational enhancement, social learning, risk factors management, and relapse prevention approaches. New Freedom contains workbooks on issues such as Returning Home, Aggression and Violence, the Phoenix Gang Intervention Program, Women's Program Resources, and Una Libertad Nueva, a comprehensive Spanish language substance abuse and behavioral health program.

♦We are more than halfway through the The Forty-Seventh Legislature, the Second Regular Session, and the Arizona Legislature has been very supportive of the Department. Two bills pertaining to ADJC were sponsored and have gone through the Legislative process without any major hurdles. ***SB 1092 Juvenile Corrections; Medical Services*** addressed a conforming change in statute pertaining to reimbursement methodology used for medical services for juveniles in our care. This bill permits ADJC to utilize AHCCCS rates. ***SB 1396 Juvenile Corrections; Work Restitution*** is also a technical correction bill that allows the agency to deposit court-ordered fees collected from parents into an ADJC restitution fund for the purpose of work restitution programs for juveniles. As a juvenile completes assigned work programs, monies are then used from the restitution fund to reimburse victims. Both bills have been signed into law by Governor Janet Napolitano.

## Director's Corner

These past couple of months have been a very busy time for the agency. The four CRIPA Consultants, along with U.S. Department of Justice representatives, recently visited our Department. They concluded their stay with a debriefing regarding the agency's progress with the required measures for improvement contained within the Agreement. I am pleased to report that the Department is making steady progress in all areas and, in fact, in several key areas we have maintained substantial compliance ratings. The third report, just recently released, shows that the Department achieved substantial compliance in 19 out of 136 reporting areas for three consecutive reporting periods. The substantial compliance rating is the highest rating given by the federal consultants.

As a result, ADJC will request that the U.S. Department of Justice discontinue formal monitoring in these identified areas, a provision outlined in the CRIPA Agreement. Although this is encouraging news, clearly our work has not concluded. I acknowledge that organizational change can be difficult and because of that, I offer my gratitude for staff's patience and willingness to 'stay the course'. My sincere appreciation is also extended to the Executive Leadership.